

**CITY OF MILWAUKIE
CITY COUNCIL WORK SESSION
MARCH 20, 1999**

The goal setting work session started at 9:00 a.m. in the Public Safety Building Community Meeting Room.

Present: Mayor Tomei and Councilors Kappa, King, Lancaster, and Marshall.

Council Goal Setting

Bartlett reviewed the process in which he had grouped the Councilors' individual goals as presented at the March 10 work session. Each Councilor was asked to vote on the most important goals in addition to those steps or activities seen as most important in attaining the goal. The purpose of the exercise was to develop a strategy from which a five-year strategic plan could be developed.

Those goals receiving the most comments based on what was submitted in the individual goal exercise were:

1. Development of the downtown and riverfront
2. Support of board, commission, and neighborhood goals that are compatible with Council goals
3. Support environmental sustainability (livability)
4. Communications
5. Encourage more youth involvement in city matters – the group agreed this goal would more appropriately be grouped with #2 above.

Performance Based Budgeting

The group discussed performance based budgeting.

Councilor King noted a speaker at a recent League of Oregon Cities session had talked about the amount of staff time it took to implement this type of program.

Councilor Lancaster said this type of program was important to him because those involved take the time to clarify values and make an investment in organizational goals. Performance based budgeting provides a way to measure how an organization is doing. He felt this goal was valuable because it could help re-establish trust in the local government.

Councilor Kappa suggested going one step further and applying that type of measure to the City Council.

Councilor Marshall assumed performance-based measuring would take a lot of front-end time. If done properly, it could be a long-range planning tool and be very beneficial in the future.

Bartlett cautioned that the underlying infrastructure needed to be there. The measures need to be built on employee input and relevant measures. One problem with performance-based budgeting is how the state interfaces with its local governments.

Annexation

Bartlett said annexation only got one vote and asked if that was because other Councilors believed that activity was a given.

Councilor Marshall suggested combining annexation with environmental sustainability/livability.

Councilor Kappa said removing the Kellogg Treatment Plant was critical to riverfront expansion, but he did not believe it could be accomplished without annexing. It will be a political issue in that those living in unincorporated areas would see no personal benefit and would fight removing the plant because of the expense.

Bartlett discussed the importance of support from the Clackamas County Board of Commissioners.

Councilor Kappa said future annexation would give Milwaukie a greater voice and lend validity to the City Council.

Mayor Tomei saw information when she was on the Planning Commission about how expensive it is to annex and referred to the Johnson Creek Blvd. annexation.

Bartlett suggested a work session with the City Attorney on the Urban Growth Management Agreement and status of Dual Interest Areas A and B.

Councilor Kappa suggested a work session on annexation strategy before meeting with the County Commissioners.

Councilor Marshall was not opposed the annexation, but he maintained it could be a subgoal of environmental sustainability and livability.

Councilor Kappa asked the annexation goal not be made a subset of another goal until a better understanding was developed. He understood that County Commissioners Jordan and Sowa wanted local jurisdictions to come to them with annexation plans.

Bartlett said general intergovernmental relations might be included in the area of Council suggestions rather than being a standalone goal. He understood from the City Attorney that the Metropolitan Policy Advisory Committee (MPAC) had just gotten through its final revision of the Boundary Commission annexation protocol. The City will either need to complete its 122 agreements or at least have them defined.

Councilor Marshall supported annexation unless it meant that Milwaukie citizens would be obligated to finance infrastructure costs.

Councilor Kappa felt it was important for boards, commissions, and neighborhoods to take active roles in the region.

Increase Citizen/Customer, Employee Satisfaction

This item got one "goal" vote and three "activity" votes.

Councilor Lancaster felt this was an ongoing process.

Councilor Marshall said one important thing that he wanted to come out of that issue was that employees return calls in one day so citizens do not feel they are being ignored.

Councilor Lancaster agreed it was important for City employees to meet or exceed citizen expectations.

Councilor King said the City of Beaverton has a 24-hour call return policy, and **Bartlett** said Milwaukie has a similar policy. It is important for Councilors to give him feedback when they hear of citizens not getting the kind of service they expect.

Councilor Kappa suggested City tours so citizens can get a better understanding of City functions.

Councilor King wanted to make sure employees had the opportunities and tools to carry out this level of responsiveness without being overloaded.

Bartlett added all City employees would have attended Customer Service training sessions by the end of March.

The group discussed the April 5 work session during which Peg Caliendo could continue the team building and communication exercises she started during the Council retreat.

Communications

This item got two goal votes. **Bartlett** said staff was preparing a budget package for improvements to Government Channel 12 and a future budget package for information lines similar to *The Oregonian's*.

Councilor King encouraged town halls on a semi-annual basis because of the wonderful suggestions they bring out. **Bartlett** discussed the events for the Riverfront/Downtown Plan which would be the major focus for 1999.

Councilor Marshall suggested increasing the number of pages in *The Pilot*. He felt there were many ways to more fully utilize that publication.

Bartlett said Wheeler was working on a communications plan budget package.

Support Environmental Sustainability/Livability

This goal got the most votes and included establishing a design review committee, acquiring open space and path property, and annexing Elk Rock Island.

Councilor Marshall suggested that the Tree Ordinance and Urban Forestry elements be tied to the board and commission goals and recommended making the Park and Recreation Board (PARB) a commission.

Bartlett suggested the Park and Recreation Board ordinance be amended so that permits could still be obtained at the Johnson Creek facility, and staff would periodically attend the Board/Commission meetings to address tree issues. He explained that the City Attorney has not reviewed the Tree Ordinance because of some very costly Municipal Court code enforcement cases and property acquisition issues.

Councilor King was hoping to hire an additional Code Compliance Officer, and **Bartlett** suggested as an alternative would be to refer to an increased level of enforcement.

Councilor Kappa asked if it was possible for the Milwaukie Downtown Development Association to be responsible for parking enforcement. **Bartlett** suggested a work session to define that work process. The City needs to determine the cost benefit of the MDDA taking over parking enforcement.

Councilor Marshall asked if it was unrealistic to include police personnel in code enforcement, and **Bartlett** responded that one officer is already focusing on removing abandoned vehicles from City streets.

Councilor Lancaster felt it was critical for the public to understand budget issues and let people know if they want improvements they will have to be more accepting of bond measures and local improvement districts.

Bartlett commented that the Zoning Ordinance could phase into urban forestry. These would be twelve- to twenty-four month projects, and the periodic review would need to be completed no later than 2003.

Councilor Kappa believed the subdivision ordinance was critical to the neighborhoods' attaining their visions and goals.

Bartlett suggested tweaking the problem areas because periodic review is so close. Milwaukie needs a development code with clear, objective standards.

Councilor Marshall said an item receiving that many "activity" votes was nearly a goal. He suggested directing the Planning Commission to select those items it feels are critical to sustaining neighborhood values. The City Council can choose from that list and continue through the process.

Bartlett said that was a different type of assignment. The last period review process took about 3-1/2 years. He suggested looking at model city codes that included other elements such as housing and recycling.

Support Board, Commission and Neighborhood Goals Compatible with Council Goals

Items under this goal were to increase Neighborhood District Association (NDA) grants and create a Citizen Communication/Involvement Board.

Councilor Kappa suggested a board and commission review project.

Bartlett said that was a nine-month project and suggested implementing Marshall's PARB recommendation now.

Councilor Marshall agreed that should be done as soon as possible. He felt the Council needed to act like managers of its boards and commissions and delegate more tasks.

Bartlett suggested the Council meet with its boards and commissions once the goals and strategic directions were established. That would be the appropriate time to reconcile any differences between Council direction and board goals and work plans.

Councilor Kappa was concerned about piecemealing projects to boards and commissions and giving potentially confusing signals about accomplishing Council as well as neighborhood goals. He added for clarification that

commissions hear public testimonies on issues that can be appealed to the City Council.

Councilor Marshall said one of the reasons he suggested the PARB be changed to a board was so it could schedule public hearings.

Councilor King asked if a City Attorney attended all commission meetings.

Bartlett said the City Attorney staffs the Planning Commission meetings full time because case law and criteria have become much more legalistic.

Bartlett returned to the goals and said that neighborhood office funding was a given, and staff would look at ramping up neighborhood grants.

Mayor Tomei was concerned about increasing grant amounts when the City was generally pulling in its belt.

Councilor Lancaster had some specific ideas about improving code enforcement and design issues through the neighborhoods.

Councilor Marshall also suggested using neighborhood money to leverage grants.

The group discussed streamlining the grant application and award process.

Development of the Downtown and Riverfront

The group agreed this goal was a given.

Next Step

Each Councilor was given a dot to place on the goal he/she believed was the most important to be accomplished in the next year.

Councilor Kappa said annexation was key to the City's dealing with regional issues. In order to increase the City's tax base, it was important to develop a strategic annexation plan.

Mayor Tomei voted for the development of the downtown and riverfront because she felt something tangible needed to be accomplished with one year.

Councilor Marshall felt changing the Park and Recreation Board to a commission to deal with the tree ordinance was essential. He also supported the Community Citizen Involvement Board.

Councilor Lancaster voted for an expanded grant program with a well defined selection process. Additional funds would be targeted to code enforcement and property maintenance projects.

Bartlett said he would take this information, review the votes, and refine the draft goals.

Riverfront Board

Bartlett reminded Council that the Riverfront Board was scheduled for its first meeting on March 22.

The Council agreed it was important for the Board to understand its importance as communicators in the long-term implementation of the plan. They might even use their personal energy to look at pulling in other regional and state resources. Bartlett agreed there were community and advisory board members who could represent the City when it was not appropriate for staff to do so.

The group discussed re-building the City's vision based on those of the neighborhoods.

The work session ended at 11:35 a.m.

Pat DuVal, Recorder